



THE SECRETARY OF THE AIR FORCE
CHIEF OF STAFF, UNITED STATES AIR FORCE
WASHINGTON DC



DEC 3 2003

MEMORANDUM FOR ALMAJCOM-FOA-DRU/CC
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SUBJECT: Air Force (AF) Information Technology (IT) Initiatives (CSAF/SECAF Memo,
3 Jan 01)

Since we started our AF IT Initiatives in January 2001, we have achieved significant benefits in each of the three focus areas: network/server consolidation, the AF Portal, and IT expenditure visibility. Your innovative solutions resulted in a more effective and secure IT environment, eliminated well over 4,000 servers, and gained over 1,000 man-years per year in productivity improvements. We fielded the next generation Portal with personalized access to hundreds of AF combat support services and personnel, financial, and medical information. The FY04 IT budget process confirmed a significant improvement in the management oversight of our AF IT investments. Our successes clearly show that these initiatives were on target.

We must stay committed to substantially completing current initiatives this year. Now is the time to leverage our successes and the momentum of DoD-directed activities developing a net-centric environment to create a consistently managed infrastructure with common AF-wide IT services and processes. To do this, we direct the AF CIO and AF/XI to lead the development of the Enterprise IT Services strategy to transition from simply consolidating servers and networks to an enterprise-wide implementation of standard services with guaranteed performance characteristics. That strategy will include priorities, budget plans, and schedules, as necessary, and will be developed with MAJCOM and Functional participation. We must also continue our corporate commitment to the AF Portal. All AF personnel must have a Portal account and all self-service capabilities will be available on the Portal. Finally, to improve our ability to deliver IT capabilities within current resource levels, we direct MAJCOM and Functional communities to implement portfolio management for their IT investments and to evaluate those investments against our AF standards and vision. Additional details of these initiatives are attached. The AF CIO will provide additional guidance to the field and, with AF/XI, will update us quarterly on progress.

We commend the hard work and successes achieved to date. The FY04 and FY05 priorities attached are expected to be "funding neutral" as projected initiatives are within scope of the current IT program. As such, implementation of FY04 and FY05 activities will not require "new money" to meet the objectives defined above. Any additional funding to support these initiatives should be addressed in your FY06 POM.


John P. Jumper
General, USAF
Chief of Staff


James G. Roche
Secretary of the Air Force

Attachment:
AF IT Initiatives FY04 and Beyond

ENTERPRISE IT SERVICES

Consolidation of our networks and servers has been a catalyst in moving the Air Force toward a truly integrated, consistently managed AF enterprise infrastructure. We must continue these aggressive consolidation actions to ensure our networks and servers support our expeditionary forces with consistent access to robust, reliable, and trusted services regardless of geographic location, organization affiliation, and mission. We must consolidate the provision of IT tools and services to the appropriate organization level or geographic location with an approach that addresses both in-garrison and deployed scenarios.

This will be accomplished by providing standard, consistent enterprise IT services for both NIPRNET and SIPRNET that will support the entire Air Force. In some cases, it may be technically or operationally necessary to provide these capabilities by major command, base, or region. These enterprise services will be developed in accordance with the GCSS-AF and will expand upon the robust capabilities of the Integration Framework (IF) to the greatest extent possible. They will be compatible with and supportive of DoD enterprise service initiatives. In addition, we will set performance standards and measure our IT infrastructure and services to ensure they meet defined operational performance levels. And finally, we will ensure our software development program offices take full advantage of the services available.

The intent is not to drive an additional bill or break the previously approved program, but to drive IT infrastructure standards, outline implementation priorities for IT initiatives already in the baseline program, and provide visibility on potential adjustments needed as we approach the planning cycle for the FY06 POM. Throughout this process, MAJCOMs and Functionals will retain ownership of the portfolio of IT initiatives in their program. The expectation is that they will execute the portfolio of activities within enterprise standards and within existing funding.

- 1) The AF-CIO, with necessary assistance from other appropriate agencies (to include MAJCOM and Functional communities), will publish definitions, standards, timelines and performance levels for IT enterprise services in a strategic implementation plan by April 2004. The plan will, as a minimum, define which services we should consolidate, at what level they should be consolidated, the costs and benefits of each, and the implementation strategy, to include programming and budget details as appropriate. Our expectation is that for the services identified in this plan, a substantial portion will be implemented and completed within FY04 and FY05 through reprioritization within the existing IT portfolios managed by MAJCOM and Functional communities. This work should form the basis for your budget year execution plans and better posture each IT portfolio manager to better prepare standards based FY06 POM inputs. The following are the minimum services to be included in the plan:
 - a. Enterprise-wide user identity management with tiered administration capability
 - b. User authentication and directory services for network and application access
 - c. Integrated E-mail supporting AF-wide global directory service, a single "email name for life" for AF personnel and location independent access to email services
 - d. Enterprise storage
 - e. Functional application hosting to address consolidating multiple applications onto standard/single platforms
 - f. Continuity of Operations services

- g. AF-wide standard desktop configurations, with remote configuration management
 - h. Collaboration Services including document posting, whiteboarding, and on-line, real-time collaboration
 - i. Network timing and synchronization services employing GPS and other means in support of AF ground based, air and space requirements
 - j. Messaging services for application-to-application exchange, instant messaging, and/or other capabilities to support collaboration services
 - k. Security services
 - l. Installation mapping/visualization services consistent with GeoBase and Combat Information Transport Services (CITS) standards
 - m. Help desk and user assistance services
- 2) By June 2004, the AF CIO will issue software development guidance that defines standards for application/service development within the net-centric environment and supports measurement of performance characteristics.
 - 3) By October 2004, the Air Force will implement an Air Force common standard design architecture, enterprise approach to a wireless network infrastructure that is fully integrated with Air Force wired networks.
 - 4) By April 2005, the Air Force will develop user-level standards for network, enterprise services, and critical application performance and institute the tools and processes for real-time monitoring, management and display of that performance information available to decision makers and leaders at all levels. The processes will allow organizations to document shortfalls in required capabilities in their Communications Blueprints and link these requirements to their IT portfolio management process.

AF PORTAL

The AF Portal will be the airman's interface to all services and information needed to perform his/her job. The following are priorities for FY04:

- 1) All AF personnel shall have a Portal account by April 2004. This includes active duty military, AF Reserve, Air National Guard, DAF civilians, and contract and other AF support personnel who have af.mil accounts.
- 2) Continued emphasis on migration of self-service applications and virtual desktop capabilities to the Portal.
 - a. Integrate reduced-sign-on to AFPC Secure applications by April 2004.
 - b. Web-based email and integration of desktop capabilities by April 2004.
- 3) All current web content will implement a common look and feel, be integrated into the single AF web-content structure and content management process, and be presented through the Portal using role-based access capabilities. Redundant web content will be eliminated and web content will be supported with enterprise servers. Provide consolidated migration plan by June 2004.
- 4) Integration with network services for true single-sign-on (one password or Common Access Card (CAC)) to access Portal and applications by September 2004.

The Portal objectives will be implemented consistently for the SIPRNET with completion by January 2005.

IT PORTFOLIO MANAGEMENT

It is critical that we continue to improve the visibility and management of the resources that we allocate for IT. In support of this effort, MAJCOM and Functional communities are directed to implement IT Portfolio Management processes. Portfolio management will permit MAJCOMs and Functionals to assess, prioritize, and allocate funding for IT, as well as to identify redundancies and opportunities for increased efficiencies. Additionally, Portfolio Management ensures IT investments are synchronized with the Communications Blueprints as described above. The AF-CIO will provide guidance regarding portfolio management, as well as an annual assessment of the Air Force's IT portfolio.

- 1) Portfolio management processes will be in place in each MAJCOM and Functional community to support the FY06 POM cycle.
- 2) AF-CIO will provide IT portfolio training and a standard tool set to MAJCOM and Functional CIOs and their staffs.